

March 2014 Talent Acquisition Process Improvements

Decision making and decision quality in particular are key competencies for managers and supervisors. Some of the most important and impactful decisions we make are those that involve attracting and selecting people to join our team. A study conducted by The Boston Consulting Group in 2012 found that recruiting has [the greatest business impact of any HR function](#).

Successful talent acquisition is vital to sustaining and to continuously improve our programs and services. In an effort to enhance our recruitment and selection capabilities, the Human Resources department has initiated the following projects:

- 1) Implementation of a new applicant tracking system called [Taleo Business Edition, \(TBE\)](#). With the introduction of this software we expect improved:
 - a. Streamlining of the full life cycle recruiting and selection process.
 - b. Ease of use for candidates and for hiring managers.
 - c. Built-in social job sharing to distribute job openings via social media.
 - d. Candidate relationship management and engagement with prospects and building our brand.
 - e. Analytics and reporting with the ability to customize reports to our specific needs.
- 2) Execution of a recruitment process outsourcing agreement with Ad-Vance Talent Solutions, Inc. This is a two year pilot program which includes:
 - a. An on-site Recruiter who will assist hiring managers throughout the hiring process. Services include scheduling interviews, conducting reference checks, and sending follow up correspondence to candidates.
 - b. Implementation, configuration, user training and user support for the Taleo applicant tracking system software.
 - c. Providing for online testing/assessment of candidates. This involves scheduling the tests, collecting the results, and updating the candidate's record with the test results.
- 3) Strategic workforce planning and development by partnering with our various departmental customers and offering consultative services such as:
 - a. Consulting with hiring managers on various fill options. Collecting details, prescreening questions, and additional details for hard to fill positions.
 - b. Assisting with identifying job-related tests and assessments to differentiate the best candidates from the rest of the candidates.
 - c. Partnering with hiring managers to develop position specific interview questions designed to target the key skills, abilities, and behaviors that relate to success on the job.
 - d. Sourcing passive candidates. Reaching out through social media and other resources to find and attract talent.
 - e. Participating as part of the interview panel and assisting with the final assessment of candidates.
 - f. Extending job offers to candidates, including negotiation of starting salary and start date.

Look for additional information about these projects in the upcoming March edition of The Pen newsletter.